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4 November 1966

Introduction to Intelligence for Career Trainees

1. The following paragraphs summarize some of my initial reactions to and suggestions on the two-week Introduction to Intelligence for Career Trainees. This two-week course begins the formal training part of the Career Training Program and amounts to a general orientation given by means of lectures, reading assignments, films, written exercises, and discussion periods. The OTR element responsible for the course is the Orientation and Briefing Faculty of the Intelligence School. My comments here are based on personal attendance at virtually all parts of the course as presented from 3 to 14 October; a copy of the schedule for that course is attached. I label my remarks here as "initial" because I have not yet seen the entire program and some of my remarks should be directed to the entire CT program -- and its purpose -- rather than to a part.

Over-all Comments

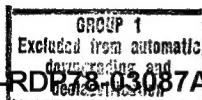
2. To the extent that the purpose of the two-week Introduction to Intelligence is to introduce CTs to the Agency and the Intelligence Community and to familiarize CTs with most of the initials, acronyms, and special language of the intelligence world, it does the job well, and in many respects very well indeed.

* 3. However -- and this is a big however -- it seems to me that the course as now structured is short on the inspirational and motivational side; that the Agency is not doing as much here as it should in welcoming not just new Agency employees, but new public servants, new Government employees; that more effort might well be devoted to putting the intelligence world into a total Washington or national perspective, with more attention to the whys as opposed to the whats of what we do; that morality in foreign affairs is not something to be smiled at or in large part ignored, but rather something to be discussed seriously with what might be called our young hopefuls.

Speakers and Lectures

4. The broad general talks on the Agency and the Intelligence Community, the history of intelligence, and the like were given by OTR speakers. The presentations on the various components of the Agency -- and these constituted

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a majority of the talks -- were for the most part given by speakers from these components. There were two speakers from outside the Agency -- one from the NSC staff, one from the Department of State.

5. The over-all quality of the speakers and their presentations in the course was high. Not all speakers reached the over-all level, however, and the net impact of some speakers (see in particular paragraph 8 below) was poor. A few speakers ignored the Pauline words to the effect that the young (in our case, young in the intelligence world) need milk rather than meat; seemingly not bearing in mind that they were addressing new employees they allowed themselves to talk with a certain flipness or oversophistication that seemed somewhat out of place here (e.g., a reference or two disparaging a US Senator, a discussion of the Agency and the Pentagon in a certain context which seemed to come out largely as a comparison of white hats and black hats). The faults here were few -- most speakers handled the question of interagency relations, differences, and problems well, both realistically and in good taste -- but obviously there should be none.

6. The general-type presentations by OTR speakers were generally good. Where I disagreed or had questions on points of fact or emphasis, I gave my observations at the time or in discussions afterward with the speakers, and there would be little point in minor nitpicking here.

7. The net impact left by speakers from the various Directorates and their components varied. Though I am reluctant to indulge in comparisons, I will say that in my opinion that the DDS as a whole gave the best impression of itself as a professional organization which knows what it is doing, why it is doing it, and how to do it well, and takes pride in its work.

8. The impression of the DDP given in this course was I believe poor. Each of the individual DDP speakers was an effective and interesting speaker, but the total impact seemed to me bad. Too much attention was given to the amusing and entertaining, without enough attention to whys, the controls, the purpose, the rationale. The laws, the intelligence directives, the controls were covered in some of the basic general earlier presentations, but it seemed to me the perspective got lost along the way. It was, for example, no doubt fascinating for the CTs to listen to someone tell how when he was

was not put into any meaningful perspective. So also on some other points. It is not so much individual statements or stories I would fault, but rather the impact of the totality and the impression perhaps left of Agency actions without real and meaningful purpose or objective. I question whether a highly motivated intelligent young man or woman seeking a career with a meaning would

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be attracted to DDP service by this type of presentation; in fact, I could even see danger that if the CTs we recruit are the type of CTs I think we really want, some might (whom does the bell toll for?) be dissuaded from embarking on an intelligence career in any capacity.

9. The two non-Agency speakers were H. Saunders of the NSC staff and J. Cortada of the Department of State. Both gave excellent presentations, and their talks did contribute to putting our work in a better total government perspective.

Substantive Intelligence Briefings

10. There were three substantive intelligence briefings during the two-week course -- one on Vietnam, one on the Middle East, one on Africa. All were excellent. Their pertinence here, however, without plans for follow-on presentations, struck me as questionable; see paragraph 15e below.

Training Aids

11. Each of the CTs is given a package of reading material which consists largely of OTR-prepared items. The material is useful and pertinent; while there is always room for differences of opinion on such, there would be little point in belaboring here details already commented on. Each of the CTs is also provided on loan a device with stylus and set of punched cards with sets of questions with multiple-choice answers, the whole being designed for programmed self-instruction and review; I will withhold my own views on this since the CTs when questioned as a group said they found it useful (though I rather wonder whether they did not find it useful primarily for preparing for the examination).

12. Some of the charts and slides used in conjunction with the lectures were not suitable for the room in which the lectures were given. Essentially this was a problem with non-OTR speakers who did not show up with adequate preparation for speaking to an audience the size of the CT class.

13. Films shown during this course I have commented on in a separate memorandum. Here I would merely reiterate ^{my suggestion} that OTR cease using the four-part film on the DDI and the intelligence process; the film is out of date and gives a distorted picture of how the Directorate of Intelligence operates.

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14. At the end of the two-week Introduction to Intelligence the CTs are given a written examination consisting of seventy-odd questions with multiple-choice answers. Some of the questions at least are directed to things that it really does not make much difference whether the CT knows or not. But I do not want to criticize the examination itself. I myself simply question whether any examination as such is needed at all here. I think not, and can see no real need for any attempt to measure or grade the CTs on their progress at this point in their training. (The mark made in this examination can certainly have little meaning in the individual CT's record; if such a test is to be given at all, I would see it only as a test or measurement of the success of the instruction given.)

Some Suggestions

15. It is impossible for me to give at this point fully reasoned suggestions on all aspects of the Introduction to Intelligence because I have not seen the whole training program, am not sure yet on how the total CTP and its objectives are to be viewed, and am fully aware that some of my thoughts really pertain to the total training program rather than just this segment. Nonetheless I would suggest:

- a. That more attention be given to the inspirational and motivational objectives of the initial orientation, and more attention be given to the CTs as new public servants. Thus one might consider here, depending on how much time might be available, lectures or presentations on the US government as a whole, the individual parts of the government, US diplomatic history; one might even seriously consider tours of Washington and visits to various agencies or departments.
- b. That account be taken of the fact that there are misgivings among many Americans about US activities overseas. Here I would consider the addition of straightforward talks on such topics as "The American Consensus and Foreign Affairs," "Espionage and Covert Operations -- the Moral Question."
- c. That efforts be redoubled to see to it that speakers come fully aware of what group they are speaking to, what the group has heard and is scheduled to hear, what size group it is, etc. This is basic -- and I know that OTR does continually make efforts on this.

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- d. That consideration be given to the use of additional non-Agency speakers. The two in the 3-14 October course were excellent; it would perhaps have been useful to have had someone from the Pentagon, and perhaps others from elsewhere in government.
- e. That the substantive intelligence briefings offered in this course be planned to serve as introduction to intelligence presentations throughout the training period. I see the objective here as to familiarize the CTs with world affairs and to get and keep them thinking of foreign affairs; this would be a continuing part of their training and the content of the presentations could go beyond foreign intelligence as such and include, to the extent one can within security limitations, discussions on what the Agency and various offices are doing (e.g., this week USIB acted on NIEs on such and such; the DDI this week turned out such and such papers on such and such questions; etc.).
- f. That (with an apology here for this Carthago-delenda-est repetition, but with realization that this is the "suggestion" paragraph) the four-part DDI film no longer be used.



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